JAN. 12 (Class Week 1) Begin Capsim Rehearsal Rounds

Class Preparation:
Purchase Textbook: Crafting & Executing Strategy, Thompson, Peteraf, Gamble & Strickland (18 ed.)
Read: Ch, 1 (TPGS) - What is Strategy and Why it is Important?

Class Activities:
Course introduction; Syllabus review; Capsim introduction; Team formation
Importance of team contract and how it affects grade.
Financial Analysis discussion
Formulate team contracts due Jan. 19 in class
Guest Speaker - discussing strategic examples.
Pre-Quiz (F1)
Financial Analysis Homework (F1)
Lecture: TPGS Chap 1 - What is Strategy & Why it is Important?

Handouts:
Syllabus
Biodata Form
Team Assignments
Capsim Guide (Library Course Reserve-LCR): MAN4720 Hornyak
Case Analysis Guide (LCR–MAN4720 Hornyak)
Syllabus Understanding & Team Contract
Capsim Manual
Wall Street Journal

Turn In: Completed Biodata Form

NOTE: It is imperative to prepare prior to next class for the Capsim and to review financial analysis material from previous courses (FIN 3403). Bring a calculator to every future MAN4720 class. All MAN4720 classes assume you have read and studied materials prior to this class period. You should also meet with your team before class to discuss the Capsim simulation and work with the various screens and decision variables.

Homework:
1. Register at Capsim website and do rehearsal rounds to become familiar with Capsim screens. Complete by noon Friday, Jan. 20.
2. Read Team member guide and Capsim guide (LCR).
3. Due Jan. 26: Go through the WSJ you picked up in class on Jan. 12, and find an article that can highlight & support our MAN 4720 – Business Policy & Formulation class.
   1) Summarize the article on why and how it is a great example of what we will be studying this semester. Try to keep the summary's length to one page & double-spaced.
   2) Don't forget to document your work. Be professional with this turn-in.
   3) Make a copy of the article and attach it to the summary.
TRANSMIT – Capsim REHEARSAL Decisions must be completed on CAPSIM.COM Before 12 Noon on Friday, Jan. 20

NOTE: All future Capsim decisions are due on MONDAY’S by 1 A.M.

Jan. 19 (Class Week 2)

Class Preparation:
Register at Capsim website and do rehearsal rounds to become familiar with Capsim screens.
Capsim Practice Round 1 due before 1:00 a.m. CST, Jan. 23
Read: Ch. 2 (TPGS) – The Process of Crafting & Executing Strategy
Review: Case Analysis Guide (LCR) and read Case 1- Ben & Jerry’s Ice Cream

Class Activities:
Discuss: Capsim, Case Analysis Guide, and Case 1 – Ben & Jerry’s Ice Cream
Lecture: Ch. 2 (TPGS)— Leading the Process of Crafting & Executing Strategy
Case Quiz 1 (CQ1)
Capsim & Syllabus Quiz 1 (CAP1) - General questions on Capsim Simulation Manual (Pg 1-6) and syllabus

Case 1: Ben & Jerry's Homemade Ice Cream (LCR).

Case Preparation Questions: Prepare to discuss answers to all questions.
1. What is your assessment of the job Ben Cohen has done as the CEO of Ben & Jerry’s?
2. Is the company’s mission statement sound and well conceived? Are shareholders well served by such a strong emphasis on “caring capitalism?” Has the mission statement worked well for Ben & Jerry’s so far (1994)?
3. What is the company’s strategy? Is it evolving — what new features have been added?
4. Does the present strategy seem to fit industry & competitive conditions? Has it resulted in a competitive advantage for B&J’s? Has it produced good bottom-line performance?
5. Given the generous employee benefits package and the progressive HR practices, how do you account for so much dissatisfaction among employees?
6. What should Ben & Jerry’s do now? Changes? Actions?
7. What does your financial analysis for B&J indicate in 1994? Be specific; Analyze key ratios.

NOTE: You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all members should be able to discuss the results in class.

Turn In:
Signed syllabus understanding AND team contract.
Final deadline for all team name AND members sign-up.
TRANSMIT – Capsim Practice Decision 1 to CAPSIM.COM before 1 AM MONDAY, Jan. 23  NOTE: All future Capsim decisions are due on MONDAY’s By 1 A.M.

Jan. 26 (Class Week 3)

Class Preparation:
Read:  Ch. 3 (TPGS) - External Environment
Case 2: Energy/Sports Drink Industry 2010 (TPGS)

Class Activities:
Lecture:  Ch. 3 Analyzing External Environment
Capsim Quiz 2 – Pages 1-24 (CAP2)
Case Quiz 2 (CQ2)
Application Homework 1
Financial Analysis Homework (F2)
Discuss Case 2 – Energy/Sports Drink Industry 2010


Case Preparation Questions: Prepare to discuss answers to all questions.
1. What are the strategically relevant components of the global and U.S. beverage industry macro-environment? How do the economic characteristics of the alternative beverage segment of the industry differ from that of other beverage categories? Explain.
2. What is competition like in the alternative beverage industry? Which of the five competitive forces is strongest? Which is weakest? What competitive forces seem to have the greatest effect on industry attractiveness and the potential profitability of new entrants?
3. How is the market for energy drinks, sports drinks and vitamin-enhanced beverages changing? What are the underlying drivers of change and how might those forces individually or collectively make the industry more or less attractive?
4. What does your strategic group map of the energy drink, sports drink, and vitamin-enhanced beverage industry look like? Which strategic groups do you think are in the best positions? The worst positions?
5. What key factors determine the success of alternative beverage producers?
6. What recommendations would you make to Coca-Cola to improve its competitiveness in the global alternative beverage industry” to PepsiCo? To Red Bull GmbH?

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Application Homework 1 (relating to Chap 1/2): Find an example of an organization that ran into trouble when it fails to take into account the rights of a stakeholder group when making important decisions; Report and connect your example to the Harvard Business Review article given to you team. Team Self Select

Turn In:
Application Homework 1
Financial Analysis Homework (F2)
Wall Street Journal Strategic Discovery Summary Due
**Feb. 2 (Class Week 4)**

**Class Preparation:**
Read Ch. 4: (TPGS) – Evaluating Company’s Resources, Capabilities  
Case 3 – Silver Ships (TPGS)

**Class Activities:**
Lecture: Ch. 4 - Evaluating Company’s Resources, Capabilities  
Discuss Case 3: Silver Ships (TPGS)  
Capsim Quiz 3 - pgs. 1 – 21, pgs. 28 - 35 (CAP3)  
Financial Analysis Homework (F3)  
Case Quiz 4 (CQ3)

**Case 3 – Silver Ships**

*Case Preparation Questions: Prepare answers to all questions.*

1. What are the key elements of Silver Ships’ strategy? Which of the five generic strategies is the company pursuing?
2. Explain the competitive pressures facing the aluminum military and workboat industry. What can a five-forces analysis tell us about the nature and strength of the competitive pressures facing Silver Ships? Which of the five forces is the strongest?
3. What are the key success factors for competing in the aluminum boatbuilding industry?
4. What does a SWOT analysis reveal about Silver Ships’ attractiveness? How attractive is the company’s situation and position?
6. Base on your analysis of the aluminum boatbuilding industry and Silver Ships’ financial condition, what problems and issues should McCarty consider? Which of these met “front-burner” attention?
7. What specific actions would you recommend to McCarty to improve Silver Ships’ competitive and financial positions?

**NOTE:** You may work as a team on case analysis. However, each team member must be able to do financial ratio analysis and be prepared to discuss financial results. Team members may discuss financial assessments with each other. Each class member must be prepared to discuss their answers to the Case Preparation Questions and Case Analysis results. Financial homework is turned in as a team effort. The team’s submitted financial analysis homework must be signed by each team members and all member should be able to discuss the results in class.

**Application Homework 2 (Relating to Chapter 3):** Find examples of an INDUSTRY that has become competitive in recent years identifying reasons for the increasing competitive pressures; Summarize & connect your example to the strategy reading you report on from the selected Harvard Business Review.

**Team Self Select**

**Turn Ins**

*Capsim Team Report 1 Due:* Mission Statement & General Business Strategy Due Beginning of Class  
Any Revised Team Contracts Due  
Application Homework 2  
Financial Homework (F3)
\textbf{Feb. 9 (Class Week 5)}

\textbf{Class Preparation:} \\
Read: Ch. 5 (TPGS) – Generic Strategy \\
Case 4 – Blue Nile 2010 (TPGS)

\textbf{Class Activities:} \\
Lecture: Ch. 5 – Generic Strategy \\
Case Quiz 5 (CQ4) \\
Financial Analysis Homework (F4) \\
Discuss Case 4 – Blue Nile (2010) \\
Application Homework 3

\textbf{Case 4 – Blue Nile 2010 (TPGS)} \\
\textit{Case Preparation Questions: Prepare answers to all questions.} \\
1. How strong are the competitive forces confronting Blue Nile and other online retail jewelers? Which one of the five competitive forces is the strongest? Do a five-forces analysis to support your answer. \\
2. What key factors will determine a company’s success in the online jewelry business in the next 3-5 years? \\
3. What is Blue Nile’s strategy? Which of the five generic competitive strategies discussed in Chapter 5 most closely fit the competitive approach that Blue Nile is taking? What type of competitive advantage is Blue Nile trying to achieve? \\
4. What do you like and dislike about Blue Nile’s business model? \\
5. What does a SWOT analysis of Blue Nile reveal about the overall attractiveness of its situation? \\
6. What is your appraisal of Blue Nile’s financial performance based on the date in case Exhibit 5? How well is the company doing financially? Is there evidence that Blue Nile’s strategy is working – what is the story of the number in case Exhibit 4? Use the financial ratios in Table 4.1 of Chapter 4 as a guide in doing the calculations needed to arrive at an analysis-based answer to your assessment of Blue Nile’s recent financial performance. \\
7. Does Blue Nile have adequate competitive strength to go head-to-head against its rivals? Do a weighted competitive strength assessment using the methodology presented in Table 4.4 on p. 123 of Chapter 4 to support your answer. Has Blue Nile built a sustainable competitive advantage in the online retail jewelry business? Why or why not? \\
8. What strategic issues and problems does Blue Nile management need to address? \\
9. What recommendations would you make to Blue Nile management to strengthen the company’s competitive position and future strategic and financial performance?

\textbf{Application Homework 3} (Relating to Chapter 3): Find an example one company that has sustained its competitive advantage for more than ten years. Identify sources of its competitive advantage & describe why it has lasted so long; Summarize & connect your example to the strategy reading from your selected Harvard Business Review. \textbf{Team Self Select}

\textbf{Turn Ins:} \\
Application Homework 3 \\
Financial Analysis Homework (F4) \\
Capsim Team Report 2 Due: Strategy and Objectives
Feb. 16 (Class Week 6)

Class Preparation:
Read: Ch. 6 – (TPGS) Strengthening Competitive Positions
Case 5 – (TPGS) Apple Inc. in 2010

Class Activities:
Lecture: Ch. 6 – Strengthening Competitive Positions
Case Quiz 6 (CQ5)
Financial Analysis Homework (F5)
Discuss Case 5 – Apple Inc. (2010)
Application Homework 4

Case 5 – Apple (2010) (TPGS)
Case Preparation Questions: Prepare answers to all questions.
1. What are the chief elements of Apple’s overall competitive strategy? How well do the pieces fit together? Is the strategy evolving?
2. What are the key elements of Apple’s strategy in computers, personal media players, and smartphones? Have its strategies in its core businesses yielded success? Explain.
3. What does a competitive strength assessment reveal about Apple’s computer business, as compared to the leaders in the personal computer industry? Use the methodology in Table 4.2 to support your answer. Does it appear that the company’s competitive position in personal media players and smartphones or stronger or weaker than its position in computers?
4. Does it make good strategic sense for Apple to be a competitor in the computer, personal media player, smartphone and tablet computer industry? Are the value chain activities that Apple perform in computers, personal mediial players, tablet computers and smartphones very similar and “compatible” or are there very important differences from product to product? Which of the four products lines — computers, tablets computers, personal media players, or smartphones—do you think is most important to Apple’s future growth and profitability? Why?
5. What is your assessment of Apple Computer’s financial performance the past three years? (Use the financial ratios in Table 4.1 on pages 94-96 of the text as a guide in doing your financial analysis.)
6. What recommendations would you make to allow Apple to strengthen its position in its most important markets? What steps should it take to ensure that the iPad becomes a success in the marketplace and a major contributor to the company’s overall performance?

Application Homework 4 (Relating to Ch. 5): Find an example of a company that is widely regarded as excellent. Identify the source of its excellence and relate it to the material discussed in Chapter 4. Pay attention to the role played by various functions in building excellence. Summarize & connect your example to the strategy reading you report on from the selected Harvard Business Review. Team Self Select.

Turn Ins:
Capsim Report 3 Due: Industry & Company Analysis (I&CA)
Application Homework 4
TRANSMIT – Capsim Final Decision Round 1 to CAPSIM.COM before 1 A.M., MONDAY, Feb. 20

Feb. 23 (Class Week 7)

Class Preparation:
Study Chapters 1-6
Preliminary Capsim Peer Evaluations e-mailed back to instructor by class time.

Class Activities:
Exam 1 (Chapter 1, 2, 3, 4, 5, & 6)
Practice Round Capsim Game Decision Discussion

Turn Ins:
Email Practice Peer Evaluations Due
March 1 (Class Week 8)

Class Preparation:
Read: Ch. 9 – (TPGS) Ethics, Social Responsibility & Environmental Sustainability
Case 6: Chain Saw Al Dunlap (LCR)

Class Activities:
Lecture: Ch. 9 – Ethics, Social Responsibility & Environmental Sustainability
Discuss Case 6 – Chain Saw Al Dunlap
Case Quiz 7 (CQ6)
Application Homework 5

Case 6 – Chain Saw Al Dunlap (LCR)
Case Preparation Questions: Prepare answers to all questions.
1. What grade would you give Al Dunlap for the job turning around companies he headed prior to taking over Sunbeam? What were his strong, weak, or negative points?
2. If you had been on Sunbeam’s Board of Directors (BoD) in July 1996, would you have supported hiring Al Dunlap as Sunbeam’s new CEO? Why or why not?
3. What is your appraisal of Al Dunlap as a person? As a strategist for troubled companies? As a chief executive? Would you want to work at a company run by Al Dunlap?
4. What is your assessment of Dunlap’s turnaround strategy for Sunbeam?
5. What do you think about the three acquisitions the Dunlap engineered at Sunbeam? Will they prove to be good moves? Why?
6. Given the turn of events at the end of the case, what recommendations would you make to Al Dunlap? What recommendations would you make to Sunbeam’s BoD?

Application Homework 5: Do an internet search on strategic alliances. Identify at least two companies in different industries that are making significant use of strategic alliances as a core part of their strategy. Be sure to identify who the alliance is with, describe the alliance’s purpose, and what are the benefits gained; Summarize & connect your example to the strategy reading from the selected Harvard Business Review.

Team Self Select.

Homework:
Capsim Interim Plan: Start combining revisions of the Capsim Plans. Due October 19

Turn In:
March 8 (Class Week 9)

Class Preparation:
Read: Ch. 8 - (TPGS) Diversification
Case 7: Unilever’s Path to Growth (LCR)

Class Activities:
Lecture: Ch. 8 (TPGS) Diversification
Discuss Case 7 – Unilever’s Path to Growth
Application Homework 6
Case Quiz (CQ7)

Case 7 – Unilever’s Path to Growth (LCR)
Case Preparation Questions: Prepare answers to all questions. The quiz will be on one of these questions.
1. What are the chief elements of Unilever’s diversification strategy? What aspects do you like and don’t like?
2. Did Unilever pay too much to acquire SlimFast? Is there a reason to believe that SlimFast might be a better performer as part of Unilever than a standalone entity?
3. What is going on with SlimFast? Why are sales nose diving? What can be done to turn it around? Was this acquisition a mistake?
4. Did Unilever pay too much for Ben & Jerry’s? Is there any reason to believe B&J might be better performer apart and standalone from Unilever? Any problems with this acquisition?
5. Assess the caliber of Unilever’s lineup of businesses and brands in 2003?

Application Homework 6: Find an example of a company whose vertical integration or diversification strategy appears to dissipated rather than created value. Identify why this has happened and what the company should do to rectify the situation; Summarize & connect your example to the strategy reading in your selected Harvard Business Review. Team Self Select.

Turn In:
Application Homework 6
March 15 (Class Week 10)

Class Preparation:
Read: Ch. 10 – (TPGS) Building an Organization Capable of Good Strategy Execution
Case 8: Herman Miller, Inc. (TPGS)

Class Activities:
Lecture: Ch 10 – Building an Organization Capable of Good Strategy Execution
Discuss Case 8 – Herman Miller, Inc.
Financial Analysis Homework (F6)
Case Quiz 8 (CQ8)
Application Homework 7

Case 8: Herman Miller, Inc. (TPGS)

Case Preparation Questions: Prepare answers to all questions.
1. Describe Herman Miller’s strategy. Is there evidence it has produced a competitive advantage and good financial performance? Explain.
2. How have the company’s values shaped its strategy and approach to strategy execution? Provide illustrations of how these values are reflected in company policies.
3. What is your evaluation of HMI’s financial performance? How does its performance compare to prior years? the competition?
4. Until 2003, HMI offered lifelong employment. How did this practice affect the company’s ability to staff the organization with managers and employees capable of executing the strategy? How did this practice build the organizational capabilities required for successful strategy execution?
5. Do non-monetary incentives facilitate strategy execution at HMI? Explain.
6. Describe the culture at HMI. Would you characterize HMI’s culture as healthy and largely supportive of good strategy execution? Explain.
7. What recommendations would you make to Herman Miller’s CEO Brian Walker to improve the company’s current financial performance? Does the company need to radically alter its strategy because of poor economic conditions? Would it improve its approach to implementing the strategy to reduce costs and improve efficiency? Explain.

APPLICATION HOMEWORK 7: Find an example of a company that has implemented a major change in its strategy and/or structure. Why did managers think that change was necessary? What kinds of change were implemented? Summarize & connect your example to the strategy reading from the selected Harvard Business Review. Team Self Select

Turn In:
Application Homework 7
Financial Analysis Homework (F6)

March 22 - SPRING BREAK – NO CLASS
March 29 (Class Week 11)

Class Preparation:
Read: Ch. 11 – (TPGS) Managing Internal Operations
Case 9: Good Hotel (TPGS)

Class Activities:
Lecture: Ch. 11 – Managing Internal Operations:
Discuss Case 9 – Good Hotel
Financial Analysis Homework (F7)
Case Quiz 9 (CQ9)
Application Homework 8

Homework:
Strategic Plan & LLR Begin consolidating Capsim Final

Case 9: Good Hotel (TPGS)
Case Preparation Questions: Prepare answers to all questions.
1. What are the stand-out economic characteristics of the macro-environment of the U.S. hotel lodging industry?
2. How would you characterize Joie de Vivre’s strategy for its Good Hotel brand? Is the hotel’s commitment to social responsibility an important component of its competitive strategy? Explain.
3. Describe the key strategy implementation efforts at the Good hotel brand. Has management allocated sufficient resources to the strategy execution effort? Exercised strong leadership to propel strategy execution forward? Instituted policies and procedures that facilitate good strategy execution? Explain.
4. What is your assessment of the good Hotel’s performance relative to its peers in the San Francisco market? What does a strategic group map for the industry disclosure about its competitive position?
5. Have the Good Hotel’s strategy and its approach to executing the strategy produced good financial results?
6. Based on your analysis of the company’s situation, does it appear that the Good Hotel concept worked? Does the Good Hotel need Joie de Vivre or can it continue on its own?
7. What recommendations would you make to Pam Janusz concerning the hotel’s transition to the new ownership group? How should she prepare the hotel’s staff for the transition? Should she recommend that the Good Hotel concept be continued, expanded, or discontinued? Explain.

Application Homework 8: Go to www.google.com and using the advanced search feature enter “best practices OR six sigma.” Browse through the results to identify and report on organizations that have gathered a set of best practices. Identify the practices, the benefits attained by these organizations, and do they parallel execution ideas from Chapter 12; Summarize & connect your example to the strategy reading from the selected Harvard Business Review. Team Self Select

Turn In:
Application Homework 8
Financial Analysis Homework (F7)
April 5 (Class Week 12)

Class Preparation:
Read: Ch. 12 (TPGS) Corporate Culture & leadership
Case 10: Southwest Airlines in 2010 (TPGS)

Class Activities:
Lecture: Ch. 12 – Corporate Culture & Leadership
Discuss Case 10 – Southwest Airlines in 2010

Case 10: Southwest Airlines in 2010 (TPGS)
Case Preparation Questions are found on page 7 of the syllabus. Prepare answers to all questions.

Turn In:
Written Individual Case Due at beginning of class

April 12 (Class Week 13)

Class Preparation:
Study Chapters 8-12

Class Activities:
Exam 2 (Chapter 8, 9, 10, 11, & 12)

REMINDER: Begin Consolidating Final Capsim Team Report (which finalizes your Capsim Plan Reports PLUS your TEAM'S LESSONS LEARNED REPORT) DUE Noon April 30
April 19 (Class Week 14)

Class Preparation:
Case 11 - Robin Hood (TPGS)
Case 12 – Mystic Monk Coffee (TPGS)

Class Activities:
Discuss: Case 11 – Robin Hood
Discuss: Case 12 – Mystic Monk Coffee (TPGS)
Application Homework 9
Potential Guest Speaker

Case 11 – Robin Hood
Case questions: The Robin Hood case is deceptively simple, but it is rich in illustrating the course concepts. Do your case analysis to the extent information is provided in the case, and now, answer these questions:

1. What problems does Robin have?
2. Does Robin Hood need a new mission? Why? Describe what the new one should be.
3. What strategic options does Robin Hood have? Is continuing with the present strategy an option or is the present strategy obsolete?
4. Why not try to end the campaign by killing the sheriff?
5. What are the pros & cons of accepting the offer of the barons to assist in securing King Richards release from prison?
6. Using the implementation model, sketch out the implementation challenges facing Robin for your recommendation.

Case 12: MYSTIC MONK COFFEE (TPGS)
Case Preparation Questions: Prepare to discuss answers to all questions.

1. Has Father Daniel Mary established a future direction for the Carmelite Monks of Wyoming? What is his vision for the monastery? What is his vision for Mystic Monk Coffee (MMC)? What is the mission of the Carmelite Monks of Wyoming?
2. Does it appear that Father Daniel Mary has set definite objectives and performance targets for achieving his vision?
3. What is Father Prior's strategy for achieving his vision? What competitive advantage might MMC’s strategy produce?
4. Is MMC’s strategy a money-maker? What is MMC's business model? What is your assessment of MMC’s customer value proposition? It’s profit formula?
5. Does the strategy qualify as a winning strategy? Why or why not?

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Turn Ins:
Capsim Peers Evaluations will be forwarded to all students, complete and E-mail back to Instructor ASAP
Application Homework 9
Student Team Case 12 analysis

REMINDER: Final Capsim Team Reports (which finalizes your Capsim Plan Reports PLUS your TEAM’S LESSONS LEARNED REPORT DUE Noon, April 30
April 26 (Class Week 15)

Class Activities:
Top Capsim Team Report: Top Capsim Team Presents Their Strategy to Class
Why they were successful? What was the performed strategy?

Turn Ins:
Team Report 5: Final Strategic Plan/LLR due Monday, April 30 before Noon

Grades Planned Submission by Tues. May 8 at 9:00 a.m.